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MEMORANDUM FOR: DI Office Directors

FROM: Richard J. Kerr
Associate Deputy Director for Intelligence

SUBJECT: Estimative Process

1. As you know, the process by which the DI keeps this office informed on the status of Community papers and organizes its contribution to those papers has not worked well on several recent occasions. In an effort to address the problem I have decided to increase my own participation in the process and to clarify what I expect from DI participants.

2. Beginning immediately I will routinely ask senior managers of relevant DI offices to meet briefly with me when a Community paper has been scheduled, but before the Terms of Reference have been coordinated by the Community. One of these offices will be asked immediately to designate from its ranks an officer to be the DDI's representative for the paper in question. The designated representative should also attend this initial meeting, and leave with a clear understanding of his/her responsibilities.

3. Attendees should be prepared to discuss with me the character of the scheduled project and the Terms of Reference if that is available. They should estimate whether this paper will prove controversial and thereby flag it for special attention by my office.

4. Further meetings will probably not be required if the paper proves routine and noncontroversial. When problems arise, additional meetings will be called depending in part on the advice of the project representative and the Office Directors. The most likely occasions for such additional meetings are just prior to Community consideration of the Terms of Reference, and the draft estimate, and before the meeting to secure NFIB approval. The requirement in each of these instances is to make sure that the DI position is clearly understood by all the offices and to inform this office what the issues are if there is no consensus. These meetings are not a substitute for written reports from the DDI's representative, especially the report that precedes NFIB consideration and recommends what the CIA position should be.

5. It is essential that the role of the DDI's representative and the drafter--if from the DI--be understood. Attached are two statements of procedure that outline their principal responsibilities. Everyone in the production offices should read them. Newly designated DDI representatives should be given copies when assigned national intelligence projects.



Richard J. Kerr

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Attachments:

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SOP for DI DrafterALL PORTIONS
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SOP for the DDI's Representative on National Intelligence Projects

Lines of Authority

The DDI's representative for a national intelligence product acts with the authority of the DDI and is the only Agency officer authorized to present the CIA position at Community coordination meetings. The representative will be kept informed by the DDI or ADDI of all matters pertaining to the project in question.

Responsibilities

The DDI's representative has the following principal responsibilities:

- To oversee the development of a coordinated DI position on the paper at hand.
- To ensure that all DI offices with something to contribute participate in the production process.
- To ensure that, in the event it proves impossible to develop a coordinated DI position, differences are fully articulated and set down in writing for consideration by the DDI.
- To ensure that the DDI is kept fully informed of the paper's progress, of substantive disagreements that arise either internally or within the Community, and of the positions taken by the various parties.
- To ensure that the DO has an opportunity to review and comment on the draft and that those views are represented.
- To represent CIA at all Community coordination meetings.

Method of Operation

The DDI's representative will attend all meetings pertaining to the project assigned and will submit periodic status reports to the Office of the DDI. Such reports at a minimum will be done:

- When the Terms of Reference are coordinated, noting how drafting responsibilities are apportioned among NFIB agencies with emphasis on the use of DI resources.
- Just before the draft is to be considered by the Community for coordination.
- When the coordinated draft is ready to be sent to principals, noting in all cases the recommended CIA position.

The DDI's representative reports directly to the Office of the DDI until the paper is published. Communication between the representative and the Office of the DDI need not be approved by intervening supervisors. The representative should apprise offices of key developments as appropriate.

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SOP for the DI Drafter of National Intelligence

Lines of Authority

The DI drafter is responsible to the relevant NIO, not to the DI, the DDI or the drafter's parent office.

Responsibilities

The DI drafter has five primary responsibilities:

- As appropriate, to help frame the Terms of Reference.
- To produce a draft in the spirit of the TOR as quickly as possible.
- To keep the draft updated.
- To defend the draft at coordination meetings.
- To assist the NIO in incorporating into the text all changes agreed upon in the coordination process.

Method of Operation

Acting in essence as a subordinate of the NIO for the duration of the assigned project, the drafter is not responsible for advancing the CIA's position on the paper. Nor should the drafter coordinate the draft estimate with other DI offices before it goes to the NIO for circulation to the Community.

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